

LEAN TRANSFORMATION CREATES LASTING IMPACT

ABOUT VENTAMATIC. Ventamatic, Ltd. has provided the ventilation industry AN AIR OF EXCELLENCE for over 70 years. A pioneer in the ventilation industry, Ventamatic manufactures high-quality air delivery and air movement products for the residential, commercial, industrial, and agricultural markets. Based in Mineral Wells, Texas, the company has a reputation for quality, value, and customer satisfaction. Ventamatic's products are sold throughout North America through retail and wholesale distributors, home centers, and lumber and building materials suppliers.

THE CHALLENGE. Ventamatic's management team recognized the pace of change would need to accelerate to meet growth challenges from both internal and external factors. Taking advantage of a grant made available through Southwest Trade Adjustment Assistance Center, Ventamatic contacted TMAC, part of the MEP National Network, to work through a comprehensive Lean transformation.

MEP CENTER'S ROLE. Officers and managers participated in Basics of Lean for Managers, Value Stream Mapping events, and Lean Management System implementation. All of the permanent workforce received Principles of Lean Manufacturing training and participated in several rapid improvement events.

Over time, turnover diluted the knowledge of Lean in the Ventamatic labor force. Ventamatic contacted TMAC again to conduct a "Lean Review and Re-enforce" workshop for key staff and employees. This time the decision was made to concentrate on working with plant management and supervisors so that they, as the primary change agents, could continuously re-enforce Lean practices to the production employees and train new employees. This effort included constructing and placing visual control boards to provide real-time feedback to production line personnel on expectations, actual to planned production performance, and quality performance. Supervisors and plant managers were equipped with tangible tools and methods to "engage" employees and re-enforce key concepts. All employees now had increased awareness of these metrics and noted any problem so that preventive and corrective actions could be taken. A system of regular supervisor meetings was implemented where the metrics were reviewed with special attention given to tracking defect cause and production downtime so corrective and preventive measures could be put in place.

"I can say without a doubt that the TMAC team led by Joe Crosswell has been an integral partner in the success of our company. We have continued to utilize TMAC programs and I can foresee Ventamatic continuing to use the tools and training offered by TMAC for years to come."

-Terry Siegel, CEO

RESULTS



100% increase in revenue within 5 years



Able to manage the introduction of new products



Expanded production capacity



Standardization of productions methods

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